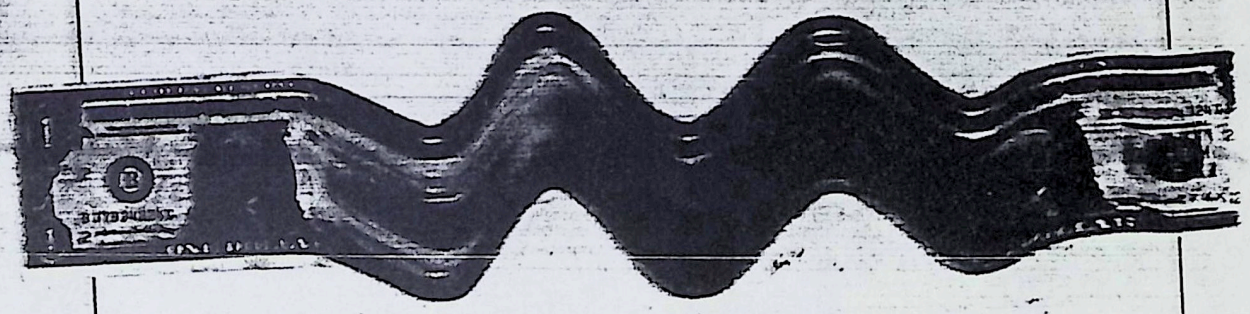
POINT FINANCIAL REPORT: 1989

MAGAZINE INCOME	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
Subscriptions/back issues	$ 69,336	$ 91,209	$185,835	$115,824	$462,204
Mailing list rental	2,459	2,961	5,418	5,881	16,719
Direct distribution	16,873	20,134	18,541	25,152	80,700
Warner (national newsstand)	13,790	19,912	16,515	9,010	59,227
Book sales	597	-675	840	6,355	7,117
Newspaper column	1,590	1,820	1,839	1,820	7,069
Contributions	6,401	9,135	7,281	2,925	25,742
Other	5,992	2,899	10,926	9,766	29,583
Total Income:	**117,038**	**147,395**	**247,195**	**176,733**	**688,361**
MAGAZINE EXPENSES					
Salaries:	70,844	61,915	60,737	59,712	253,208
Payroll taxes	5,528	8,068	6,175	5,288	25,059
Writers/contributors	7,180	9,860	9,155	5,370	31,565
Printing	30,380	28,305	27,817	27,767	114,269
Subscription fulfillment	7,977	8,817	20,362	24,157	61,313
Circulation promotion	6,015	7,237	6,635	7,801	27,688
Direct distribution	1,614	1,225	1,727	1,321	5,887
Warner (national newsstand)	3,001	2,664	2,882	3,054	11,601
Vacation/Health insurance	2,861	1,517	2,477	6,737	13,592
Telephone/postage	3,544	4,586	4,726	3,635	16,491
Rent/maintenance/utilities	11,478	10,588	11,447	10,912	44,425
Other costs	10,819	15,390	21,235	24,774	72,218
Total Expenses:	**161,241**	**160,172**	**175,375**	**180,528**	**677,316**
MAGAZINE PROFIT/LOSS	**-44,203**	**-12,777**	**71,820**	**-3,795**	**11,045**
POINT FOUNDATION					
CD-ROM project	10,000	—	—	—	10,000
Global Business Network	16,439	7,754	—	—	24,193
Whole Earth Institute	—	3,510	1,875	13,852	19,237
Whole Earth Review	117,038	147,395	247,195	176,733	688,361
Total Income:	**143,477**	**158,659**	**249,070**	**190,585**	**741,791**
CD-ROM	870	—	—	—	870
Signal	420	—	—	—	420
Whole Earth Institute	—	2,093	5,288	8,338	15,719
Global Business Network	9,922	13	—	—	9,935
Whole Earth Review	161,241	160,172	175,375	180,528	677,316
Total Expenses:	**172,453**	**162,278**	**180,663**	**188,866**	**704,260**
TOTAL PROFIT/LOSS	**-28,976**	**-3,619**	**68,407**	**1,719**	**37,531**



The WELL					
Income (WELL charges)	106,119	107,905	118,421	134,450	466,895
Expenses					
Payroll	36,073	42,519	45,770	52,360	176,722
Computer	32,338	30,139	34,446	35,694	132,617
Sales/marketing	1,426	6,553	4,120	6,458	18,557
Office:	5,250	6,387	8,298	8,523	28,458
Customer support	1,324	901	3,497	4,531	10,253
General/administrative	14,439	11,038	10,534	11,664	47,675
Total Expenses	**90,850**	**97,538**	**106,665**	**119,229**	**414,282**
PROFIT/LOSS	**15,269**	**10,368**	**11,756**	**15,220**	**52,613**

POINT FINANCIAL REPORT: 1988

MAGAZINE INCOME	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
Subscriptions/back issues	$100,508	$ 72,519	$ 74,080	$127,308	$374,415
Mailing list rental	5,194	2,874	2,582	4,097	14,747
Direct distribution	18,193	16,385	12,255	21,166	67,999
Warner (national newsstand)	8,890	19,023	17,146	11,626	56,685
Book sales	3,505	2,209	2,607	6,129	14,450
Newspaper column	1,341	1,304	1,550	1,453	5,648
Contributions	2,240	2,122	3,435	4,789	12,586
Other	5,714	3,038	1,950	2,376	13,078
Total Income:	**145,585**	**119,474**	**115,605**	**178,944**	**559,608**
EXPENSES					
Salaries: Editorial	14,544	10,534	13,475	12,168	50,721
Production	17,447	8,097	15,797	9,730	51,071
Circulation	12,791	13,337	8,737	10,223	45,088
Office	10,556	8,994	12,284	14,059	45,893
Research	4,377	5,903	4,260	4,599	19,139
Outside production services	1,104	367	1,433	630	3,534
Writers/contributors	9,375	6,825	5,600	9,390	31,190
Magazine printing	29,134	26,514	26,483	26,181	108,312
Subscription fulfillment	10,557	14,395	17,026	21,102	63,080
Circulation promotion	15,138	9,656	7,738	10,486	43,018
Direct distribution	1,652	1,611	1,223	1,450	5,936
Warner (national newsstand)	2,881	2,704	2,860	2,066	10,511
Insurance	390	854	1,179	1,985	4,408
Health insurance	711	830	831	868	3,240
Vacation	384	1,444	1,824	7,008	10,660
Taxes	7,177	12,280	6,682	1,731	27,870
Supplies/research	2,843	3,468	2,360	2,379	11,050
Equipment rental/maintenance	1,934	1,065	1,511	1,447	5,957
Telephone/networks	2,141	2,396	2,091	1,609	8,237
Postage	2,877	2,281	1,979	4,108	11,245
Rent/maintenance/utilities	10,465	11,102	10,865	11,203	43,635
Legal/professional services	140	427	3,010	3,365	6,942
Interest/bank charges	1,618	1,617	1,222	1,298	5,755
Miscellaneous expenses	−125	306	658	57	896
Total Expenses:	**160,111**	**147,007**	**151,128**	**159,142**	**617,388**
MAGAZINE PROFIT/LOSS	**-14,526**	**-27,533**	**-35,523**	**19,802**	**-57,780**
POINT FOUNDATION					
Apple HyperCard advance	50,000	0	0	0	50,000
CD-ROM advance	0	40,000	30,000	30,000	100,000
Signal/Fringes advance	0	65,000	32,500	32,500	130,000
Whole Earth Review	145,585	119,474	115,605	178,944	559,608
Total Income:	**195,585**	**224,474**	**178,105**	**241,444**	**839,608**
Apple HyperCard	22,349	431	0	0	22,780
CD-ROM	4,710	36,304	55,738	22,894	119,646
Signal/Fringes	14,266	60,919	5,394	26,194	106,773
Whole Earth Review	160,111	147,007	151,128	159,142	617,388
Total Expenses:	**201,436**	**244,661**	**212,260**	**208,230**	**866,587**
TOTAL PROFIT/LOSS	**-5,851**	**-20,187**	**-34,155**	**33,214**	**-26,979**

The WELL

profit/loss: 4th quarter 1988

Revenue	**$ 94,856**
Expenses	
Payroll	36,780
Computer/communications	28,873
Office	6,284
General/administrative	4,643
Sales	3,067
Total Expenses	**79,647**
PROFIT/LOSS	**15,209**

PUBLISHING A MAGAZINE is costly; even such a bare-bone publication as *Whole Earth Review*. For each quarterly issue, Point loses between $15,000 and $16,500, or in the ballpark of $60,000 a year. That loss is softened somewhat by project monies, such as the books we publish. Unfortunately, not enough to put us in the black.

Despite an increase in our subscription price, revenues are not significantly different from two years ago (last year we did some direct mail and special promotions that increased revenues noticeably). Expenses, however, have gone — and will continue to go — up.

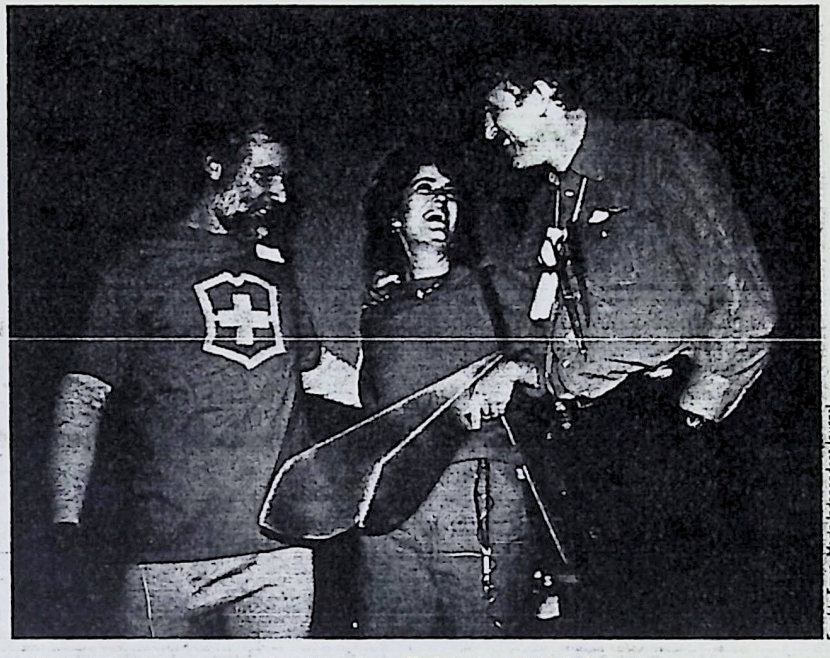
We're considering various projects that will generate modest contributions to cover magazine costs. These could include self-publishing a book; doing some smaller, desktop publishing jobs; or another CD-ROM disk.

Of course, a few angels donating $10,000 each would also help. —Cindy Fugett

EWEC Publication Party Thank Yous

We wish to thank the following people and businesses for their generous contributions to the Essential Whole Earth Catalog Publication Party:

Alexander Valley Vineyards — *fine wine*
Andy's Produce — *crisp apples*
Big G Super — *assorted goodies*
Calso Water — *refreshing water*
Dixie Flowers — *beautiful, creative flower arrangements*
Graffeo Coffee — *rich, delicious coffee*
Grainful Bread — *truly delicious rolls*
Kenwood Vineyard Winery — *fine wine*
Marin Cheese Company — *great brie*
Real Food Company — *delicious cranberry juice*
San Francisco Ice Company — *what else?*
Savories — *assorted delicacies*
True Confections — *incredibly decadent chocolate cake and cute, tasty muffins*
Jonathan Evelegh — *evening's great taped rhythms*
John McCormick and Michael Stadler — *great, live folk music*
Adrian Schafgans — *sound system*
Christina Sponseller — *enthusiasm and lots of hard work*



Frankie Frost, Marin Independent Journal

To soothe the souls of weary workers and to mark a definite end to an immense undertaking, the staff of the *Essential Whole Earth Catalog* staged a publication party, sponsored in part by Doubleday. "Come dressed as your favorite tool" was the order of the day. A few of the tools that showed up: a hammer, a calculator, an artist's paintbrush, a fountain pen, a condom, a VISA card, a French curve, a ruler, and three Swiss Army knives. Like the real thing, each knife offered different features. Left, Don Ryan sported the handle's sleek logo on his red shirt. Lorrie Gallagher wielded two all-purpose giant blades. And Stewart Brand, right, mimicking the Champion model, furnished the ever-ready can opener, screwdriver, and scissors.

Point/Whole Earth Consolidated Report:

Third (July-September) and fourth (October-December) quarters 1986

INCOME	3rd quarter	4th quarter
Subscriptions	$ 88,993	$ 107,360
Back issues	717	735
Mailing list rental	3,190	8,968
Unclassifieds	1,585	971
Direct distribution	14,862	14,020
Dell (national newsstand)	12,767	13,422
Sales: EWEC	15	14,780
WESC	1,230	694
Best of CQ	1,448	3,171
Syndicated column	7,840	7,630
CompuServe	502	414
EWEC royalty advance	51,000	-0-
Contributions	4,022	5,009
Interest	468	363
Miscellaneous	229	156
EWEC production/promotion	20,000	500
Grants		4,000
Total Income:	**208,868**	**182,193**

PROFIT/LOSS	3rd quarter	4th quarter
Income	**$ 208,868**	**$ 182,193**
Expense	**193,679**	**177,687**
PROFIT	**15,189**	**4,506**

EXPENSES	3rd quarter	4th quarter
Salaries: Editorial	$ 29,318	$ 15,338
Production	41,794	15,060
Circulation	6,611	15,325
Office	4,779	10,681
Research	7,441	3,333
Payroll taxes/benefits	7,372	3,809
Writers/contributors	9,738	20,787
Supplies/research	6,876	2,569
Magazine printing	26,815	26,734
Subscription fulfillment	15,008	18,369
Direct distribution	1,104	827
Dell (national newsstand)	2,443	2,430
Mailing list rental	412	814
Fulfillment: EWEC	-0-	9,671
WESC	711	15
Best of CQ	9	18
Syndicated column	6725	7275
CompuServe	-0-	305
EWEC printing	6,400	-0-
Workers' compensation	646	646
Equipment rent/maintenance	1,462	378
Telephone/networks	3,837	2,180
Postage	2,270	2,644
Auto/travel	93	889
Promotion/publicity	111	311
Rent/maintenance/utilities	9,295	9,781
Legal/professional services	10	10
Interest/bank charges	2,124	2,027
Insurance	-9	1,234
Operating expenses	284	227
Grants		4,000
Total Expenses	**193,679**	**177,687**

POINT FINANCIAL REPORT: 1987

INCOME	1st quarter	2nd quarter	3rd quarter	4th quarter	Total
Subscriptions	$ 80,775	$112,181	$129,299	$129,819	$452,074
Back issues	1,049	2,819	1,064	526	5,458
Mailing list rental	7,296	5,150	7,966	5,130	25,542
Unclassifieds	1,388	1,400	676	949	4,413
Direct distribution	15,584	12,751	22,502	14,088	64,925
Warner (national newsstand)	17,766	12,519	13,447	19,114	62,846
Sales: EWEC	6,329	4,907	3,114	1,925	16,275
WESC	555	448	252	252	1,507
Best of CQ	390	239	106	136	871
Syndicated column	7,150	7,150	7,700	7,150	29,150
Royalties	841	467	405	736	2,449
Contributions	1,848	4,570	6,657	3,834	16,909
Interest	276	338	734	743	2,091
Miscellaneous	1,002	3,030	586	3,034	7,652
Apple project	5,000	0	35,000	17,000	57,000
Total Income:	**147,249**	**167,969**	**229,508**	**204,436**	**749,162**
EXPENSES					
Salaries: Editorial	17,881	19,242	15,322	16,221	68,666
Production	13,594	12,360	10,360	14,266	50,580
Circulation	13,750	10,966	12,589	12,724	50,029
Office	6,318	5,415	5,178	6,289	23,200
Research	2,657	2,718	2,811	2,733	10,919
Outside production services	512	962	852	771	3,097
Writers/contributors	7,910	8,850	9,400	7,497	33,657
Magazine printing	27,382	25,367	26,664	26,624	106,037
Subscription fulfillment	9,517	9,589	12,262	11,949	43,317
Circulation promotion	4,844	6,905	22,365	26,724	60,838
Direct distribution	1,049	969	1,018	1,046	4,082
Warner (national newsstand)	2,556	2,386	1,401	2,362	8,705
EWEC contributors	3,198	0	0	0	3,198
Mailing list rental	467	104	740	900	2,211
Fulfillment: EWEC	186	534	356	242	1,318
Purchases: EWEC	2,513	0	-302	2,373	4,584
WESC	888	236	235	0	1,359
Syndicated column	5,821	6,015	6,330	5,895	24,061
Computer networks	129	214	227	162	732
Apple project	1,703	0	13,032	5,043	19,778
Insurance	889	927	2,756	1,102	5,674
Taxes: Payroll FICA	4,774	3,737	6,251	4,151	18,913
Other	660	2,343	556	63	3,622
Supplies/research	3,225	3,645	3,141	3,864	13,875
Equipment rental/maintenance	2,136	1,355	587	3,110	7,188
Telephone/networks	2,245	1,814	1,209	1,263	6,531
Postage	2,099	1,926	1,334	2,181	7,540
Auto/travel	30	339	0	344	713
Rent/maintenance/utilities	9,572	9,371	10,201	10,226	39,370
Legal/professional services	1,460	614	412	3,290	5,776
Interest/bank charges	3,381	647	1,581	723	6,332
Miscellaneous expenses	82	1,616	396	-2,443	-349
Total Expenses:	**153,428**	**141,166**	**169,264**	**171,695**	**635,553**
PROFIT/LOSS	**-6,179**	**26,803**	**60,244**	**32,741**	**113,609**

The WELL profit/loss: 4th quarter 1987

SALES	
Well accounts	$ 62,606
Connect charges	21,165
Storage	1,041
Total Income:	**84,812**
EXPENSES	
Payroll	22,419
Office	6,693
Administrative	128
Computer	37,098
Sales	1,377
Financial	2,230
Total Expenses	**69,945**
PROFIT/LOSS	**14,867**

INSTEAD OF SHOWING just the results for the fourth quarter, it seemed more useful to show the results for the year. We finished the year showing a profit of $113,600, which in the lingo of nonprofit organizations isn't actually a profit, it's a "change in fund balance."

The increase in income in the third and fourth quarters is a result of several things: the Apple project, long-term renewals, the Christmas promotion and, to a minor degree, our direct-mail campaign. The campaign didn't produce the results we were seeking; now we have to try and figure out why.

Circulation promotion costs also increased substantially during the last two quarters. To a large degree, these increased costs are directly related to the increased revenues. It costs money to find and retain subscribers, and subscribers are our biggest source of income.

The first quarter of 1988 will probably be strong, partially because some of the Christmas promotion will carry over into January, but also because we're continuing to work successfully with Apple.

It's worth pointing out that reader contributions make up more than 2 percent of our total income. That 2 percent covers half of our costs of paying writers. Valuable contributions. —*Cindy Fugett*

GATE FIVE ROAD

Point/Whole Earth Consolidated Report

Income	
Subscriptions & Renewals	$ 145,257
Back Issues	884
Mailing List	14,724
Software Catalog sales	14,445
Direct Distribution	17,181
National Newsstand	33,268
Syndicated Column	11,885
WESC film reimbursement	30,000
NETI/WELL	5,790
EWEC Advance	51,000
Best of CQ	2,500
Contributions	13,927
Interest	1,235
CompuServe	746
Unclassifieds	3,745
Miscellaneous	695
Total Income	**347,282**

Expenses	
Salaries:	
Editorial	19,619
Production	39,742
Circulation	9,153
Office	8,133
Research	5,554
Payroll Taxes/Benefits	3,130
Writers/Contributors	17,241
Supplies/Research	6,306
Magazine Printing	62,202
Subscription Promotion and Fulfillment	29,302
Direct Distribution	2,770
National Newsstand	6,215
Mailing List Fulfillment	1,531
Software Catalog Fulfillment	5,589
Syndicated Column	8,295
Best of CQ	0
Equipment Rent/Maintenance	812
Telephone/Networks	5,600
Postage	3,488
Auto/Travel	177
Promotion/Publicity	155
Building Rent/Maintenance Utilities	15,287
Legal/Professional	20
Interest/Bank Charges	2,668
Miscellaneous Operating Expenses	4,144
Total Expenses	**257,133**
Profit/Loss	**90,149**

August, September, October, November, and December 1985

WEAL 1985
(Whole Earth Access Link, a joint venture of Point and NETI)

INCOME	
NETI Advances	90,000
WELL	36,417
Other	1,235
Total Income	**127,652**

EXPENSES	
Salaries & Fees	57,371
Maintenance	19,475
Insurance	1,050
Office	14,124
Selling	1,820
Financial	721
Other	1,826
Total Expenses	**96,387**

Profit/Loss 31,265

"Or Whole Earth Access"

That phrase under access information in the ***Whole Earth Review*** means you can mail order the item from the Whole Earth Access store. *Do not send orders for books to* ***Whole Earth Review***. Send orders to:

Whole Earth Access
2990 Seventh Street
Berkeley, CA 94710
415/845-3000; 800/845-2000

Add $2 per order to the total retail price. Rush orders U.P.S. (Continental U.S.): 40 cents additional charge per book. Foreign orders (surface mail): Add $3.50 per order for insurance if desired. Pay only in U.S. funds drawn on a U.S. bank. California delivery: Add 6% tax (BART counties add 6½%). VISA/MasterCard orders accepted.

Recent WER mailing list renters:

The Utne Reader, Planned Parenthood, Good Money Newsletter, Union of Concerned Scientists, PC Magazine, Harrowsmith Magazine, Smith & Hawken, New Age Journal, People's Medical Society, Amnesty International, DEVA, International Fund for Animal Welfare, The Nation, Worldwatch Institute.

Back Issues/Further Issues

The quickest way to order back issues of this magazine is not from us but from Whole Earth Access (see address above). Each ***WER*** back issue is $3 for issues #44 — #47 and $4.50 for #48 on, postage paid. ***CoEvolution Quarterly*** issues are $3.50 each, postage paid, or $10 for four. All 29 available **CQ** issues are sold as a set for $35, postage paid.

Subscriptions to ***Whole Earth Review*** are $18 for one year (4 issues) and $33 for two years (8 issues). Foreign rates are $22 for one year and $41 for two years. Send your order with payment to: ***Whole Earth Review***, P.O. Box 15187, Santa Ana, CA 92705.

Business

CoEvolution Quarterly - Spring 1976

Expenses

Salaries and Fees		
Office	$ 7,680	
Production	3,160	
Editorial & Contributors	6,290	
Rent & Utilities	1,800	
Office Supplies	770	
Production Supplies	1,830	
Postage (office)	380	
Phone	820	
Auto & Travel	350	
Research	170	
Misc.	50	
Total Production Expenses		$23,300
Printing (25,000 copies)		13,500
Promotion		2,500
TOTAL EXPENSES (Exclusive of distribution)		$39,300

Income

Subscriber copies		
Subscription price	$ 1.50	
Business reply mail	(.045)	
Computer records	(.066)	
Labelling & sorting	(.038)	
Postage	(.063)	
Net return per copy	$ 1.288	
10,500 copies		$13,520
Newsstand copies		
Cover price	$ 2.50	
Wholesale discount	(1.25)	
Shipping	(.063)	
Returns (20%)	(.25)	
Net return per copy	$ .937	
10,500 copies (shipped)		$ 9,840
TOTAL INCOME		$23,360
NET LOSS		$15,940

CQ financial picture

Stewart:

Here's the clearest state-of-the-publication report I can come up with. The production expenses are our actual expenses from 11/1/75 to 1/31/76. The printing and promotion figures are estimates of what we will spend for this issue. The income side shows the net return to us for subscriber and newsstand copies. Since we always have to ship more copies to newsstands than we finally sell, it seems better to figure in the returns rate and calculate based on the number shipped. (It looks like the returns rate for the Fall '75 issue might be as low as 11%.)

The one additional figure to keep in mind is the incremental cost of printing additional copies of the magazine. Including inserts, increasing our print run should cost us about $ .40 per copy. Each additional subscriber copy therefore nets us $ .888. So if we're to make up the $15,940 loss, and we keep on shipping about 10,500 copies to newsstands, we need an additional 17,950 subscribers.

How did the 18,000 "magic number" suddenly become 28,000? For a start, our production expenses are now $6,000 higher than when we last figured. That's 6,750 subscribers right there. Postal rate increases and the cost of keeping our subscribers serviced have also cut our return per subscriber copy by 13%. That's another 2,300 or so subscribers we need. And we're having to spend money to find those subscribers. The $750 increase in our promotion budget over the one we figured last Fall means another 850 subscribers. Just those three items pretty much account for the difference.

What should we do about it? The amazing jump in our total number of subscribers (from 5000 to 8,500 in three months) kept our bank account from dwindling too drastically this past quarter; but can we really hope to survive based on the very growth-reliant model that we know leads to a house of cards? Maybe we'll have no alternative but to follow Jeanne's thought and raise the subscription price. (At $8/year, we'd only need about 21,000 subscribers as opposed to 28,000.)

Just so we don't get too locked in to a new magic number, we've got to realize that more subscribers will mean more people/hours to serve them. (Andrea and I have decided to keep track of office salaries separately.) And Bob Parks tells me that the cost of newsprint will be increasing 9% in April.

Somehow, I couldn't bring myself to do another "keep-those-cards-and-letters-coming-in-folks" report. Maybe we should just let the numbers speak for themselves this time.

—Andrew Fluegelman

Dear Andrew:

Thank you for a quick pin in our balloon. We had gotten a bit euphoric over the improvement in our short-term financial picture (only $3,600 loss during Nov-Jan, versus the $14,000 loss during Aug-Oct '75). As you know, we owe that improvement to the continuing crowd of new subscribers (300/week) brought in by the readership.

That, along with the news that sales of the 16th (and 17th) edition of The Last Whole Earth Catalog *has completely paid off our debt to Viking-Penguin, means that we're no longer in immediate dire straits. But we're chasing our own growth, just like certain governments we know. Each subscription is a loan that, by the time we've fulfilled it with four CQ's, hasn't made us anything and may have cost us. The entire $25,000 we're getting from* Catalog *sales is disappearing into the April printing of the next (the 19th) edition of 25,000 new* Catalogs. *Quite reasonably* Catalog *and* Epilog *sales are dropping slowly and steadily. They will not support us in our old age.*

It looks to me that financial responsibility is going to require a higher subscription rate, $8/yr by this summer. That way we might see per-quarter black ink by fall, and per-issue black ink by next year. The magazine might even improve by a third to match the new price, or maybe those readers who complain we've been undercharging are right. That's a complaint I'd like to keep earning.

—Stewart Brand

Subscription price going up

As of June 21, 1976, the subscription price of The CQ will go up to $8/year. Until then the $6/year price holds. Gift subscriptions, renewals, two-year subscriptions ($12), and subscription extensions received before June 21 will be honored at the $6 rate.

Or Whole Earth

Under the access of an item in The CQ *means you can mail order it from:*

Whole Earth Truck Store
558 Santa Cruz Ave.
Menlo Park, CA 94025

Anything else — letters, material for the magazine, subscriptions, complaints, should be sent to us here at:

The CoEvolution Quarterly
Box 428
Sausalito, CA 94965